Question Cards

Use these cards to help you get a better understanding of an opportunity, to improve an offer or to strengthen your capacity to innovate. Answer the questions as best you can.

Some will be more important at the beginning of an innovation process, others at the later stages. But you should work on all of them throughout.

The questions follow the Innovation Canvas structure, which frames innovation as a continuing conversation between three core drivers:

ktn

Opportunity: an end user with a specified need in an identified market.

Offer: an approach to meeting the need that delivers quantified benefits.

Capability: that enables the development and delivery of the offer.

Opportunity

Needs

User Needs

What need will your innovation meet?

Who is the end user of the innovation?

Pain Points

What task is the user trying to accomplish?

What difficulty or frustration does your innovation overcome?

Customer

Who will pay for the innovation?

What is their incentive?

Market

Size & Trends

What size is your target market, now and in the future?

What realistic share can you take?

What drivers are shaping the market and how will they develop over time?

Barriers to Entry

What obstacles make it difficult to enter the market?

Competition

What competing offers meet the identified needs?

What differentiates your offer to provide superior benefits to the user?

Rules

Freedom to Operate

Does the offer infringe intellectual property rights of others?

Legislation

What regulations apply to the target market?

Standards

Could standards affecting the market stimulate further innovation?

What ethical or social issues are involved in bringing the innovation to market?

Risk

Identify

Have you identified possible sources of risk in the development and delivery of your innovation?

Assess

How will you calculate the likelihood of a specific risk occurring and its impact?

Mitigate

How will you reduce the chances of a risk occurring?

If it does, do you have a plan for managing it?

Opportunity: an end user with a specified need in an identified market

Offer

Approach

Description

What is the innovative product, service or process?

User gains

How does it meet the identified need?

Are there any further opportunities for you to create new value?

USP

What is your offer's unique selling point (USP)?

Experience

Size & Trends

What size is your target market, now and in the future?

What realistic share can you take?

What drivers are shaping the market and how will they develop over time?

Barriers to Entry

What obstacles make it difficult to enter the market?

Competition

What competing offers meet the identified needs?

What differentiates your offer to provide superior benefits to the user?

Impact

Economic

What are the quantifiable economic benefits of your innovation - to you and to others?

Social

Can you foresee any social impacts, either positive or negative?

Environmental

What is the potential environmental impact of your innovation?

IP

New Intellectual Property

What new IP could be created through this innovation?

Can you secure new IP? (copyright, patent, design rights, trademark)?

Existing IP

Do you have existing IP to exploit in this innovation?

Licensing

How can licensing IP from the innovation create additional value?

Offer: an approach to meeting the need that delivers quantified benefits

Capability

Leadership

Champions

What is the innovative product, service or process?

Management

Do you have all the financial, technical and people management capability that you need?

Strategy

How does this innovation enhance your future development and growth?

Finance

Costs

What will it cost to bring the offer to market?

Funding

What public funding could support this innovation?

What private finance could be invested in this innovation?

How will it be raised?

Cashflow

How will you finance every stage of the innovation process?

Research and Development

Ideas

How do you generate, develop and assess new ideas?

Design

Is design expertise used effectively in the development process?

How will you involve users and stakeholders in the R&D process?

Are iterative prototyping and testing functions in place?

Technology

How will you solve scientific and technical challenges?

Operations

Skills and People

Does your team have the knowhow and skills to produce the offer?

Are your teams, internal or external, working together effectively?

Equipment and Materials

Are the right materials/kit/plant/ tools available when you need them?

Collaboration

What can you do in-house, what can be outsourced?

Do you have the right external parters or suppliers in place?

Capability: that enables the development and delivery of the offer benefits